



Ziad S. Ojakli
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December 19, 2017

The Honorable Paul Ryan
Speaker of the House
U.S. House of Representatives
Washington, D.C. 20515

The Honorable Kevin Brady
Ways & Means Committee Chairman
U.S. House of Representatives
Washington, D.C. 20515

Dear Speaker Ryan and Chairman Brady,

As an American automaker with more than 85,000 U.S. employees, we applaud your strong commitment to producing tax reform that we believe will help support continued investment in American manufacturing and the good-paying jobs it supports.

Over the last five years, Ford has invested more than \$12 billion in its U.S. factories. We have more U.S. hourly employees and produce more vehicles in the U.S. than any other automaker. We also continue to expand our ranks of high-tech engineering, research and IT jobs in the U.S. and each year, we invest nearly \$7 billion in research and development, the vast majority of which is conducted in the United States. We believe these investments will not only enhance our products today, but lead to the innovation that transforms the future of transportation.

Your collective work and perseverance in driving tax reform is critical to America's continued leadership in today's globally competitive marketplace. We urge you to quickly pass this proposal and seize this generational opportunity to make tax reform a reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Ziad Ojakli", with a long horizontal flourish extending to the right.